

# Ethical Leadership

2024 James E. Anderson Pennsylvania Conference on Juvenile Justice

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# What Is in It for Me?



- ▶ Identify the value of ethical leadership in strengthening organizational culture and reputation.
- ▶ Develop ethical decision-making skills to address complex dilemmas.
- ▶ Cultivate a standard of ethical behavior within your respective teams.

# Who is in Your Lifeboat?



## Morality at Sea Activity

A ship is sinking, and the seas are rough. All but one lifeboat has been destroyed. You are the captain of the ship and immediately access the lifeboat. There are nine people that want to board the lifeboat which only holds a maximum of six people. The four individuals who do not board the boat will certainly die. The nine people include:

- ▶ A woman who thinks she is six weeks pregnant
- ▶ A lifeguard
- ▶ Two young adults who recently married
- ▶ A senior citizen who has fifteen grandchildren
- ▶ An elementary school teacher
- ▶ Thirteen-year-old twins
- ▶ A veteran nurse



# Who is in Your Lifeboat? Debrief

1. Which six individuals do you save?
2. Are you, the captain, one of the six?
3. What is your rationale for saving each?
4. What is your rationale for not saving the others?



# What is Ethical Leadership?

# Ethical Leadership

Ethical leadership involves leaders and managers making decisions based on the **right thing to do for the common good**, not just based on what is best for themselves or for the bottom line.



# Case Study: Tylenol Crisis (1982)

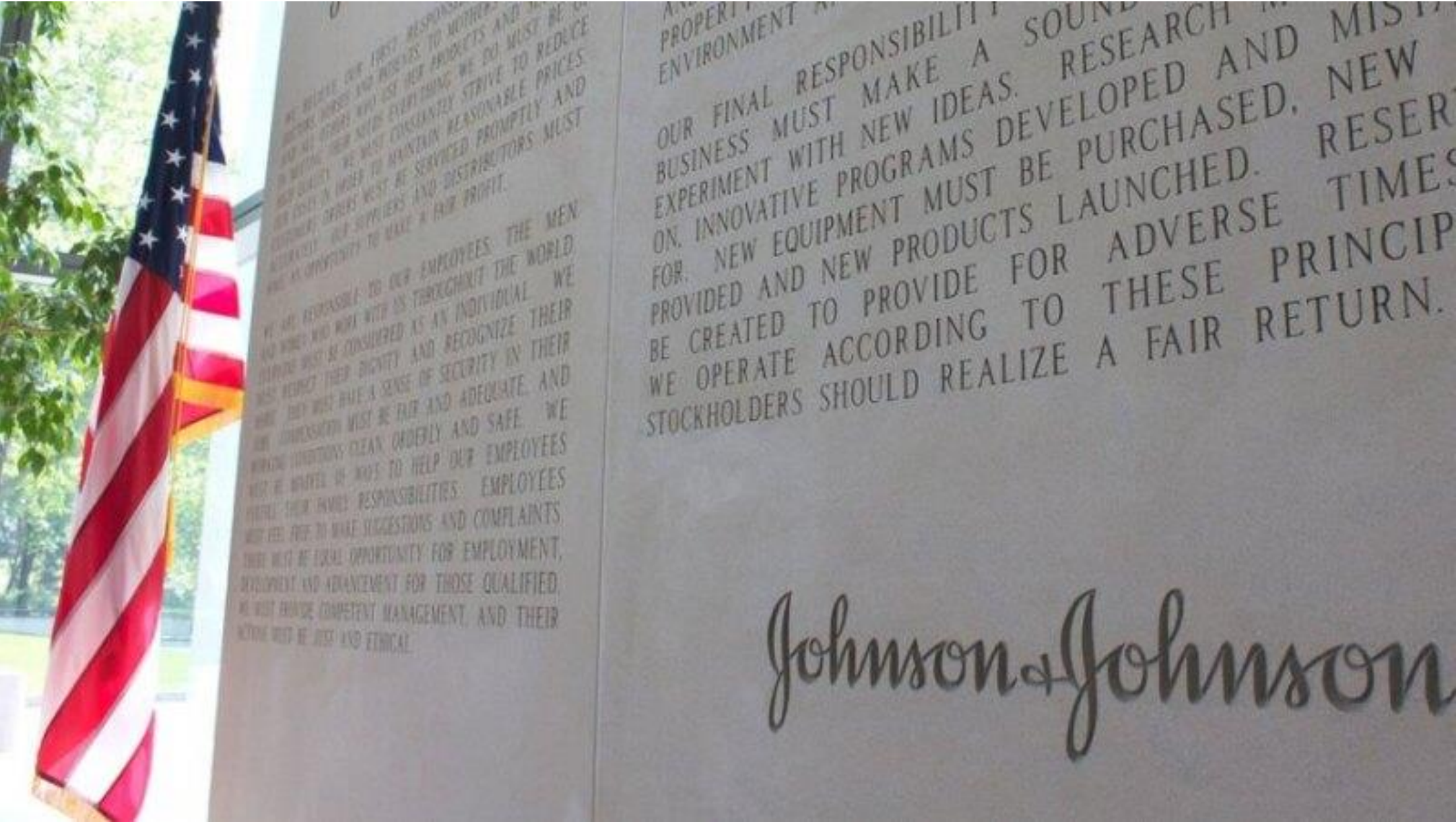


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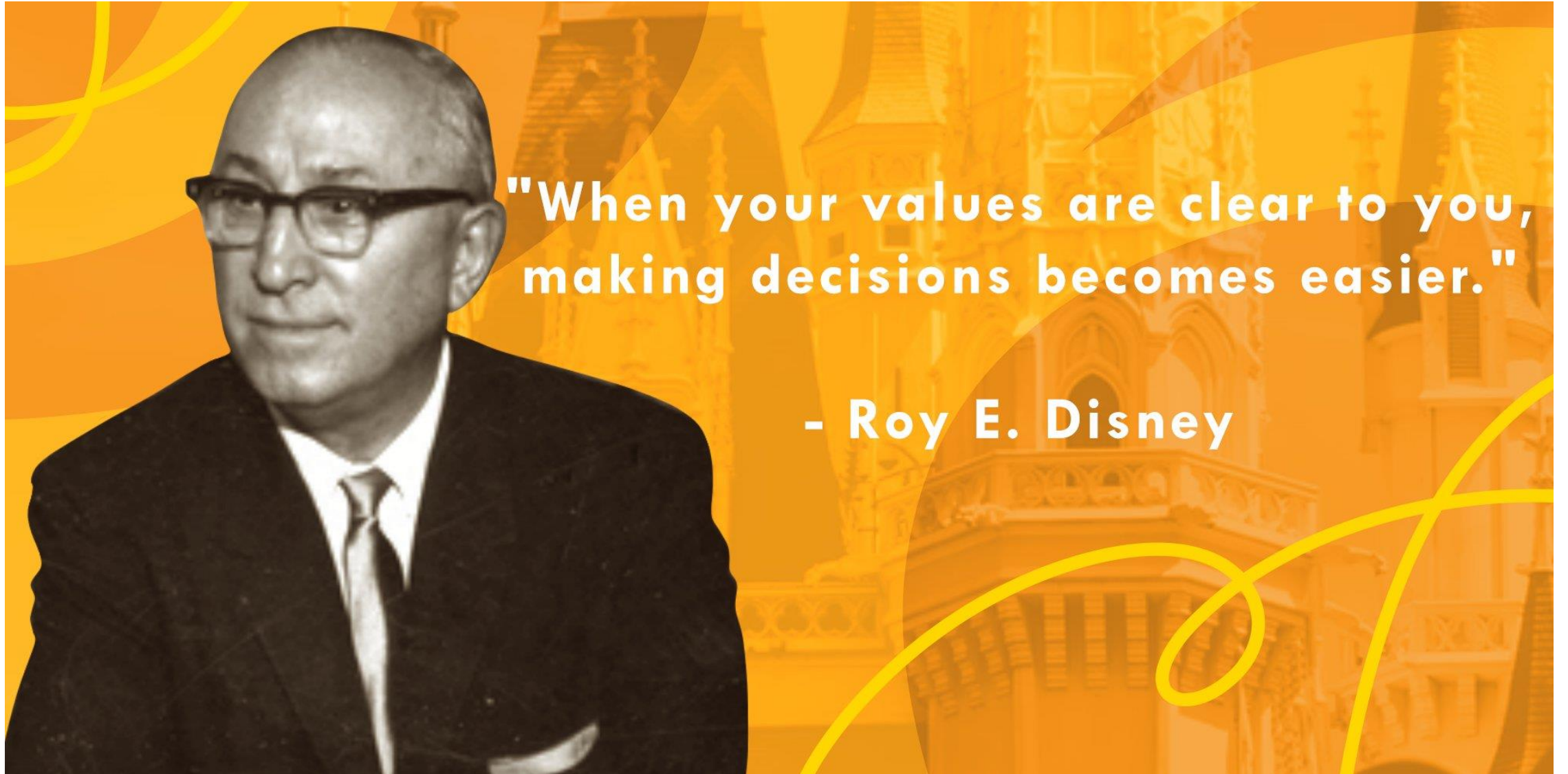
WE BELIEVE OUR FIRST RESPONSIBILITY IS TO THE PATIENTS, PHYSICIANS AND OTHERS WHO USE OUR PRODUCTS AND TO THE COMMUNITY. WE MUST CONSTANTLY STRIVE TO REDUCE THE RISK OF INJURY TO MAINTAIN REASONABLE PRICES. OUR SUPPLIERS AND DISTRIBUTORS MUST HAVE AN OPPORTUNITY TO MAKE A FAIR PROFIT.

WE ARE RESPONSIBLE TO OUR EMPLOYEES. THE MEN AND WOMEN WHO WORK WITH US THROUGHOUT THE WORLD MUST BE CONSIDERED AS INDIVIDUALS. WE MUST RESPECT THEIR DIGNITY AND RECOGNIZE THEIR NEEDS. THEY MUST HAVE A SENSE OF SECURITY IN THEIR EMPLOYMENT. COMPENSATION MUST BE FAIR AND ADEQUATE, AND WORKING CONDITIONS CLEAN, ORDERLY AND SAFE. WE MUST BE WAIVED IN WAYS TO HELP OUR EMPLOYEES FULFILL THEIR OWN RESPONSIBILITIES. EMPLOYEES MUST BE FREE TO MAKE SUGGESTIONS AND COMPLAINTS. THERE MUST BE EQUAL OPPORTUNITY FOR EMPLOYMENT, DEVELOPMENT AND ADVANCEMENT FOR THOSE QUALIFIED. WE MUST ENSURE COMPETENT MANAGEMENT, AND THEIR ACTIONS MUST BE JUST AND ETHICAL.

OUR FINAL RESPONSIBILITY IS TO THE ENVIRONMENT. WE MUST MAKE A SOUND INVESTMENT IN RESEARCH AND DEVELOPMENT. WE MUST EXPERIMENT WITH NEW IDEAS. RESEARCH AND DEVELOPMENT MUST BE PURCHASED, NEW EQUIPMENT MUST BE PURCHASED, NEW PRODUCTS LAUNCHED. RESERVE STOCKHOLDERS SHOULD REALIZE A FAIR RETURN.

Johnson & Johnson

# Personal Values



"When your values are clear to you,  
making decisions becomes easier."

- Roy E. Disney

# Personal Values



## Values Inventory

Underline all the values that are important to you. Then, circle the five that are the most important to you.

Achievement	Discipline	Independence	Responsibility
Autonomy	Diversity	Individualism	Risk taking
Beauty	Effectiveness	Innovation	Security
Caring	Empathy	Intelligence	Service
Caution	Equality	Involvement	Simplicity
Challenge	Fairness	Justice	Speed
Communication	Family	Learning	Spirituality/Faith
Community	Flexibility	Love/Affection	Strength
Competence	Freedom	Loyalty	Success
Competition	Friendship	Open-mindedness	Task focus
Cooperation	Fun	Organization	Teamwork
Courage	Growth	Patience	Trust
Creativity	Happiness	Power	Truth
Curiosity	Harmony	Productivity	Uniqueness
Customer Focus	Health	Quality	Variety
Decisiveness	Honesty/Integrity	Recognition	Winning
Dependability	Hope	Relationships	Wisdom
Determination	Humor	Respect	Wealth

# Ethical Traps

# Primary Traps

## Obedience to Authority

- Acting unethically because the actions follow hierarchal power in the organization. What the boss says goes. If you want to keep your job, you obey.

## Small Steps

- As unethical behavior occurs in small steps, it gradually becomes more severe. Although the decision-maker may not act in this way all at once, he or she may become more tolerant as the behavior is broken into a series of unethical activities.

## “Don’t Make Waves”

- Avoiding critical questions, the challenges of decisions, debate, and disagreement in order to keep the peace in a group setting. Practicing polite board room or meeting behavior, because dissent is viewed as detrimental or unneeded.

## Time Pressure

- Minimizing ethical awareness due to time constraints. Taking short-cuts to achieve goals, despite the consequences of hurried decisions.

## Justification

- Excusing unethical behavior and convincing oneself that the decision needed to be made to contribute to greater good.

# Defensive Traps

## Anger

- The squelching of empathy and guilt, allowing hostility to cover up vulnerability. Anger is a powerful emotion that quickly obliterates the tender emotions that accompany ethical behavior.

## Going Numb

- Shutting down painful feelings to diminish reaction. Extinguishing beliefs and thoughts that are uncomfortable or difficult to handle.

## “Everybody Does It”

- Appeasing guilt by falsely assuming that it’s something that everyone does. Engaging in self-deception and actually believing it.

## “We Didn’t Hurt Them That Bad”

- Minimizing the harm done by one’s unethical behavior. Comparing the result of the activity to circumstances where harm was much more severe.

## Contempt for the Victim

- Dehumanizing others, allowing oneself to lose empathy and see them as objects without hopes or feelings. The loss of empathy for others makes it easier to harm them without feeling guilt.

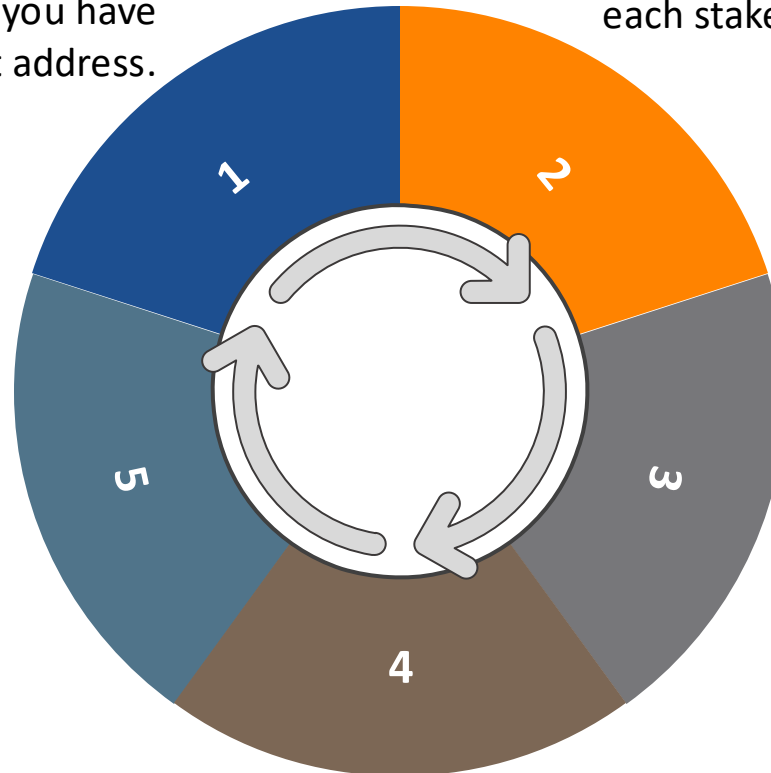
# Ethical Decision-Making

### Awareness of Ethical Issue

Examine the four components of an ethical dilemma listed above. If you “check the box” on each component, you know you have an ethical issue you must address.

### Identify All Stakeholders

What individuals and groups are affected by this ethical issue?  
How might your decision impact each stakeholder?



### Decide and Act

After close examination of the first four steps, make your decision. Be sure not to make such decisions individually. Seek counsel from a trusted outside advisor and human resources. Once your decision is made, act swiftly.

### Research Facts

Separate facts from stories or our own personal bias. While it is important to exercise caution in your investigation, knowing the facts is critical.

### Apply Moral Principles and Values

What do you feel is the right thing to do in this scenario? What are your values telling you? What does your department/organization values lead you to conclude?



# Four Components of an Ethical Dilemma



1. Where it is hard to know the right thing to do
2. Where two obligations compete for your attention
3. Where there are bad outcomes whatever choice you make
4. Where the cost of doing the right thing is high

# Ethical Dilemmas



## Ethical Dilemmas in Juvenile Probation Activity

In your groups, use the Ethical Decision-Making Framework to discuss potential solutions to each scenario.

# Scenario #1 – Tell On The Boss?

You are an associate chief returning to the office after a meeting. You notice the department chief in front of a probation officer's computer who is on vacation for the week. As soon as the department chief sees you, he appears to quickly close out of a screen and get up from the desk and immediately goes to his office.

**What would you do in this scenario?**

# Scenario #2 – Training or Vacation?

You are attending a conference with other leaders from county juvenile probation departments at an out-of-state conference. You are excited for this conference and realize that less than ten were provided this opportunity given funding constraints. After lunch on the first day of the conference, you noticed a few of your colleagues missing from the afternoon plenary session. At a break later in the day, you find them at the bar, and it wasn't their first round of drinks.

**What would you do in this scenario?**

# Scenario #3 – Should He Stay or Should He Go?

You recently hired a new probation officer who received his bachelor's degree in Criminal Justice. He spent the first three years after college as a social worker working closely with youths. After a relatively smooth first few weeks, you had to address some significant performance issues including not completing case management documentation, not grasping standard processes, and showing up late to multiple meetings. However, you began receiving complaints from co-workers and their frustration is only increasing. You keep recalling a conversation the probation officer had with you during his first week about his father's long-term illness.

**What would you do in this scenario?**

# An Ethical Culture



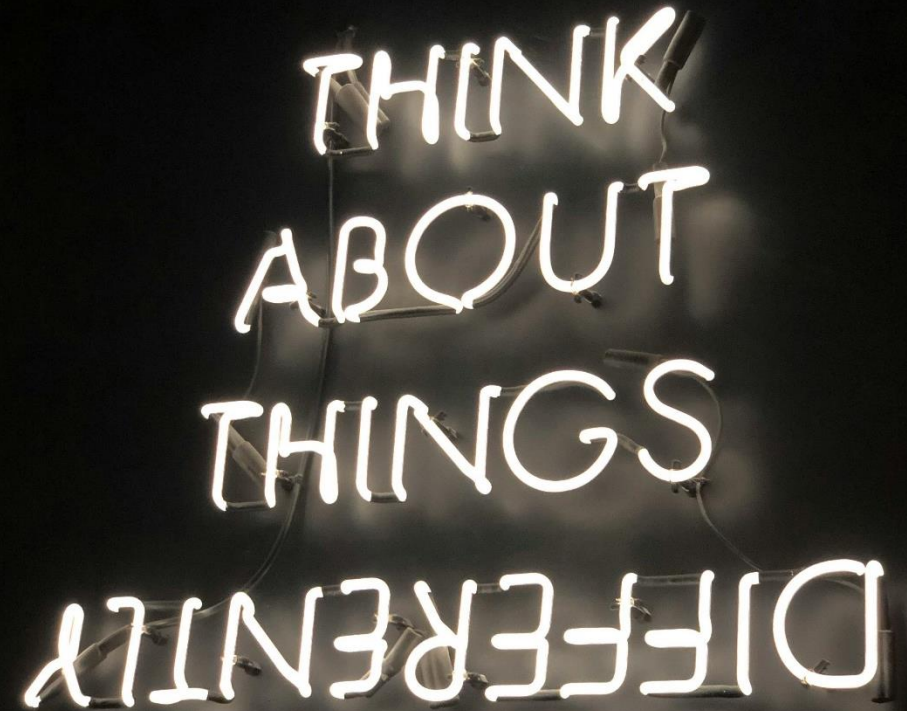
## Strategies for Building an Ethical Culture Activity

In your groups, create a list of strategies for building an ethical culture within your departments.

# Closing

“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently.”

– Warren Buffet



THINK  
ABOUT  
THINGS  
DIFFERENTLY

# Reflecting on Ethical Leadership



## Reflection to Action Application

Take a few minutes to think about what you learned and how you will apply it.